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Proposed programme budget for the biennium 2008-2009*

Part VI
Human rights and humanitarian affairs

Section 26
Humanitarian assistance

(Programme 22 of the biennial programme plan and priorities for the period 2008-2009)**

Contents

		Page
Overview		2
A.	Executive direction and management	5
B.	Programme of work	9
	Subprogramme 1. Policy and analysis	10
	Subprogramme 2. Coordination of humanitarian action and emergency response	13
	Subprogramme 3. Natural disaster reduction	19
	Subprogramme 4. Emergency support services	24
	Subprogramme 5. Humanitarian emergency information and advocacy	27
C.	Programme support	30
Annex		
	Outputs produced in 2006-2007 not to be carried out in the biennium 2008-2009	37

* A summary of the approved programme budget will subsequently be issued as *Official Records of the General Assembly, Sixty-second Session, Supplement No. 6* (A/62/6/Add.1).

** *Official Records of the General Assembly, Sixty-first Session, Supplement No. 6* (A/61/6/Rev.1).

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Overview

26.1 The overall purpose of the programme is to ensure the timely, coherent and coordinated response of the international community to disasters and emergencies and to facilitate the smooth transition from emergency relief to rehabilitation and development. The legislative authority and mandate for the programme are derived from General Assembly resolution 46/182, in which the Assembly reaffirmed the guiding principles of humanitarian assistance and reinforced earlier decisions and resolutions adopted by it and the Economic and Social Council concerning humanitarian assistance and the leadership role of the Secretary-General in responding to natural disasters and humanitarian emergencies. The Office for the Coordination of Humanitarian Affairs is responsible for the implementation of the programme and the achievement of its objectives.

26.2 The strategy for implementing the programme is based on the need for the development and promotion of a common policy on humanitarian issues for the United Nations system and its partners; the mobilization and coordination of assistance in complex emergencies and disasters; the development and mobilization of United Nations capacity to expedite the provision of international humanitarian assistance; the promotion of natural disaster risk reduction; advocacy of humanitarian issues; and the availability of timely information on emergencies and natural disasters to facilitate global humanitarian assistance. Within the United Nations system, the principal responsibility for the coordination and promotion of disaster risk reduction activities resides with the inter-agency secretariat of the International Strategy for Disaster Reduction, while responsibility for the implementation of the Strategy resides with the United Nations system organizations in accordance with their respective mandates.

26.3 The programme is managed by the Under-Secretary-General for Humanitarian Affairs/Emergency Relief Coordinator. The work programme is implemented by the New York, Geneva and field offices of the Office for the Coordination of Humanitarian Affairs and by the secretariat of the International Strategy for Disaster Reduction.

26.4 The proposed programme budget for 2008-2009 reflects the continued commitment of the Office for the Coordination of Humanitarian Affairs to ensuring effective and accountable emergency response coordination, both in the field and at Headquarters; improving the development and implementation of humanitarian policy and facilitating the translation of policy into practice through the provision of support to field offices, country teams, national Governments and non-governmental organizations; implementing a strategic advocacy plan, in collaboration with relevant organizations of the United Nations system, non-governmental organizations and Government authorities; strengthening and extending its information role within the humanitarian community; and developing the Office into a well-funded, sustainably structured and well-managed organization.

26.5 The point of departure for the proposed programme budget for 2008-2009 would be the Office's strengthening of its policy, advocacy, coordination and information management components to effectively respond to the growing demands of the humanitarian operating environment. The Office faces ever-increasing challenges related to the protection of civilians, the provision of support to internally displaced persons, the increasing occurrence of natural disasters and the security of humanitarian personnel.

26.6 The issue of publications as part of the programme of work has been reviewed in the context of each subprogramme. It is anticipated that recurrent and non-recurrent publications will be issued as summarized below and as described in the output information for each subprogramme.

Table 26.1 **Summary of publications**

Publications	*2004-2005 actual*	*2006-2007 estimate*	*2008-2009 estimate*
Recurrent	75	61	59
Non-recurrent	1	—	—
Total	**76**	**61**	**59**

26.7 The overall resources required for the biennium 2008-2009 for this section amount to $27,689,800 before recosting, reflecting an increase of $1,123,800. The increase under the regular budget reflects the Secretary-General's continued commitment to gradually strengthen the regular budget component of the Office and responds to General Assembly resolution 57/153, in which the Assembly emphasized that the Office should benefit from adequate and more predictable funding. The overall increase shown in table 26.3 includes the following:

(a) A decrease ($8,000) in requirement for non-post items related to travel under executive direction and management;

(b) The net increase of $1,209,800 under programme of work relating to:

(i) A net increase of $1,057,000 under subprogramme 2, including $506,900 for the establishment under the regular budget of three new Professional posts (1 P-5, 1 P-4 and 1 P-3) to strengthen support for humanitarian coordination activities, and $562,100 for the delayed impact of the four Professional posts (2 P-4 and 2 P-3) established in the biennium 2006-2007, partially offset by a decreased requirement ($12,000) for non-post items related to travel;

(ii) An increase of $152,800 under subprogramme 5 relating to the delayed impact of one P-4 post established in the biennium 2006-2007;

(c) A net decrease ($78,000) under programme support for non-post items resulting from reduced requirements under various objects of expenditure.

26.8 During the biennium 2008-2009, projected extrabudgetary resources amounting to $368,859,800, representing 92.7 per cent of the overall resource requirements, would supplement resources from the regular budget to finance various activities of the Office. The extrabudgetary resource requirements reflect the significant increase in the number and magnitude of complex emergencies, particularly in the African region, as well as natural disasters worldwide. The estimates for extrabudgetary resources include the core requirements of the Office in New York and Geneva, which are funded from the Trust Fund for Strengthening the Office of the Emergency Relief Coordinator, the Central Emergency Response Fund, the Human Security Trust Fund and the Special Account for Programme Support. The Office's field presence relates to activities carried out primarily under subprogrammes 2 and 4, which are financed from the Trust Fund for Disaster Relief Assistance, as well as subprogramme 5, which is funded from the Trust Fund for Strengthening the Office of the Emergency Relief Coordinator.

26.9 The extrabudgetary proposals for 2008-2009 include the proposed establishment of a D-1 post for a Deputy Director in the Coordination and Response Division in New York under subprogramme 2. The coordination services of the Office for the Coordination of Humanitarian Affairs have significantly increased over the past few years, which has resulted in the more than doubling of its field offices since 1997, to 43 worldwide. The workload and size of the Division and the considerable amount of travel required of the Director necessitate a Deputy Director at the D-1 level to support the Director and to strengthen the management of the Division. In accordance with

the provision of resolution 35/217 on the proposed establishment of extrabudgetary posts at the D-1 level and higher, the proposal to create the extrabudgetary D-1 posts would be submitted separately to the Advisory Committee on Administrative and Budgetary Questions for its concurrence.

26.10 Pursuant to General Assembly resolution 58/269, resources identified for the conduct of monitoring and evaluation are estimated at $3,899,300, reflected under subprogramme 1. That amount includes $733,900 under the regular budget and $3,165,400 financed from extrabudgetary resources.

26.11 The estimated percentage distribution of the resources of the programme in the biennium 2008-2009 is as shown in table 26.2 below. The distribution of resources is summarized in tables 26.3 and 26.4.

Table 26.2 **Distribution of resources by component**

(Percentage)

Component	*Regular budget*	*Extrabudgetary*
A. Executive direction and management	14.6	5.8
B. Programme of work		
1. Policy and analysis	5.7	2.2
2. Coordination of humanitarian action and emergency response	27.7	56.8
3. Natural disaster reduction	8.3	14.6
4. Emergency support services	16.7	3.8
5. Humanitarian emergency information and advocacy	10.2	10.1
Subtotal B	**68.6**	**87.5**
C. Programme support	16.8	6.7
Total	**100.0**	**100.0**

Table 26.3 **Resource requirements by component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	*2004-2005 expenditure*	*2006-2007 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2008-2009 estimate*
			Amount	*Percentage*			
A. Executive direction and management	3 891.7	4 056.5	(8.0)	(0.2)	4 048.5	211.9	4 260.4
B. Programme of work	15 174.3	17 791.5	1 209.8	6.8	19 001.3	782.5	19 783.8
C. Programme support	4 170.4	4 718.0	(78.0)	(1.7)	4 640.0	224.4	4 864.4
Subtotal	**23 236.5**	**26 566.0**	**1 123.8**	**4.2**	**27 689.8**	**1 218.8**	**28 908.6**

(2) *Extrabudgetary*

	2004-2005 expenditure	2006-2007 estimate	2008-2009 estimate
Subtotal	**221 752.7**	**338 627.5**	**368.859.8**
Total (1) and (2)	**244 989.2**	**365 193.5**	**397 768.4**

Table 26.4 Post requirements

	Established regular budget posts		Temporary posts				Total	
			Regular budget		Extrabudgetary[a]			
Category	2006-2007	2008-2009	2006-2007	2008-2009	2006-2007	2008-2009	2006-2007	2008-2009
Professional and above								
USG	1	1	—	—	—	—	1	1
ASG	1	1	—	—	—	—	1	1
D-2	3	3	—	—	1	1	4	4
D-1	3	3	—	—	8	9	11	12
P-5	9	10	—	—	52	67	61	77
P-4/3	27	29	—	—	264	323	291	352
P-2/1	5	5	—	—	24	33	29	38
Subtotal	**49**	**52**	**—**	**—**	**349**	**433**	**398**	**485**
General Service								
Principal level	2	2	—	—	—	1	2	3
Other level	15	15	—	—	73	127	88	142
Subtotal	**17**	**17**	**—**	**—**	**73**	**128**	**90**	**145**
Other								
National Officer	—	—	—	—	137	233	137	233
Local level	—	—	—	—	397	247	397	247
Subtotal	**—**	**—**	**—**	**—**	**534**	**480**	**534**	**480**
Total	**66**	**69**	**—**	**—**	**956**	**1 041**	**1 022**	**1 110**

[a] The 480 "other" category posts are to be funded from general temporary assistance and are included here in compliance with the recommendation of the Advisory Committee on Administrative and Budgetary Questions.

A. Executive direction and management

Resource requirements (before recosting): $4,048,500

26.12 The role and functions of the Emergency Relief Coordinator were defined by the General Assembly in its resolution 46/182 and streamlined by the Assembly in its resolutions 52/12 A and B and in the report of the Secretary-General on reform (see A/51/950), which called for the strengthening of three core functions: policy development and coordination on humanitarian issues; advocacy of humanitarian issues with political organs; and coordination of humanitarian emergency response.

26.13 The Emergency Relief Coordinator provides overall direction, management and policy guidance to the offices in New York, Geneva and the field. He or she provides leadership in the coordination of the overall response of the international community, particularly that of the United Nations system, to disasters and humanitarian emergencies; undertakes humanitarian diplomacy with Governments of affected countries, including the facilitation of access to emergency areas for rapid delivery of humanitarian assistance; consults with the donor community and other interested States on issues related to the provision of emergency humanitarian assistance; chairs the Inter-Agency Standing Committee and oversees the implementation of its recommendations; manages the Central Emergency Response Fund and its loan component; mobilizes resources and support for the United Nations system's emergency humanitarian programmes; steers the development of policies for humanitarian assistance, in coordination with relevant partners; serves as the advocate for humanitarian issues on behalf of the United Nations system; and promotes better understanding by the public of humanitarian assistance issues. The Coordinator acts as the main adviser of the Secretary-General on humanitarian issues and cooperates closely with the Department of Political Affairs and the Department of Peacekeeping Operations in the planning and coordination of United Nations humanitarian assistance activities in crisis situations. The Coordinator also chairs the Executive Committee on Humanitarian Affairs. The Under-Secretary-General for Humanitarian Affairs is assisted by an Assistant Secretary-General, who also acts as the Deputy Emergency Relief Coordinator.

26.14 The offices in New York and Geneva support the Coordinator. The New York office comprises the Office of the Under-Secretary-General, which assists in the management of the Office for the Coordination of Humanitarian Affairs as a whole, ensuring complementarities of activities and close cooperation between the two offices; the Inter-Agency Standing Committee/Executive Committee on Humanitarian Affairs secretariat; the Policy Development and Studies Branch, which is responsible for the implementation of subprogramme 1; the Coordination and Response Division, which is responsible for subprogramme 2; and the Advocacy and Information Management Branch, which is responsible for subprogramme 5. The Geneva office comprises the Coordination and Response Division, which is responsible for implementing certain parts of subprogramme 2; the Emergency Services Branch, which implements subprogramme 4; and the Inter-Agency Standing Committee Liaison Section and the Advocacy and Information Management Branch, which implement certain aspects of subprogrammes 1 and 5, respectively. The secretariat of the International Strategy for Disaster Reduction, also located in Geneva and overseen by the Under-Secretary-General for Humanitarian Affairs, implements subprogramme 3.

26.15 The Deputy Emergency Relief Coordinator, based in New York, assists the Coordinator in providing overall direction, management and supervision of the offices in New York and Geneva, as well as in supporting the Office's coordination in the field, and provides advice to the Coordinator on all matters relating to the mandate of the Office. The Deputy interacts with Member States, intergovernmental and non-governmental organizations and operational humanitarian agencies, as well as those departments of the Secretariat whose responsibilities encompass peacekeeping, political and economic activities. The Deputy acts for the Coordinator in his or her absence and represents him or her, as required, in United Nations bodies, organizations and conferences.

26.16 The Director of the New York office is responsible for advising the Under-Secretary-General and his or her Deputy on the direction, supervision and management of the New York office and providing advice to the Coordinator on department-wide management policy issues and donor relations.

26.17 The Director of the Geneva office is responsible for the overall direction, supervision and management of the Geneva office and provides advice to the Coordinator on issues within the

purview of the Geneva office, particularly on field coordination. The Director interacts with Member States and intergovernmental and non-governmental organizations, as well as operational humanitarian agencies in Europe, and represents the Coordinator as required. The Director also serves as the Chairperson of the Inter-Agency Standing Committee Working Group. The Inter-Agency Standing Committee Liaison Section is an integral part of the Director's office.

26.18 In New York, the Inter-Agency Standing Committee/Executive Committee on Humanitarian Affairs secretariat supports the Emergency Relief Coordinator/Under-Secretary-General for Humanitarian Affairs in his or her capacity as Chairperson of both Committees. The secretariat facilitates the work of the two Committees in relation to priorities for policy development, operational issues and advocacy in the humanitarian sector. In Geneva, the Inter-Agency Standing Committee secretariat is an integral part of the Office of the Director and provides services to the Inter-Agency Standing Committee, the Standing Committee's Working Group and its sub-working groups. The secretariat, located in New York and Geneva, maintains administrative and consultative communication channels among the members; facilitates regular and ad hoc meetings of the Standing Committee, its working group and the Executive Committee; ensures compliance with and monitors implementation of the decisions of the Inter-Agency Standing Committee/Executive Committee on Humanitarian Affairs; and undertakes effective advocacy on behalf of the Standing Committee.

26.19 There are 2 meetings of the Inter-Agency Standing Committee per annum (1 each in New York and Geneva); 4 meetings of its Working Group per annum (2 in Geneva, 1 in New York and 1 in Rome); 20 meetings of the reference and technical sub-working groups per annum (in various locations); and 12 meetings of the Executive Committee on Humanitarian Affairs per annum (in New York). In addition, core group meetings of key members of the Executive Committee on Humanitarian Affairs are held on an ad hoc basis, as needed. Weekly meetings of the Standing Committee are also held throughout the year, in both New York and Geneva.

Table 26.5 **Objectives for the biennium, expected accomplishments and indicators of achievement**

Objective of the Organization: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work of the Office for the Coordination of Humanitarian Affairs and of staff and financial resources.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Programme of work is effectively managed and supported within the available human and financial resources	(a) (i) Timely delivery of programmed outputs and services *Performance measures* 2004-2005: 95 per cent Estimate 2006-2007: 98 per cent Target 2008-2009: 98 per cent (ii) Timely recruitment and placement of staff *Performance measures* Post occupancy rate 2004-2005: 95 per cent

	Estimate 2006-2007: 98 per cent Target 2008-2009: 98 per cent (iii) Efficient and effective utilization of resources *Performance measures* Expenditure relative to funds authorized 2004-2005: 90 per cent Estimate 2006-2007: 93 per cent Target 2008-2009: 95 per cent
(b) Ensure policy coherence in the management of the United Nations multidimensional activities in peace, security, peacekeeping and humanitarian assistance and coordination	(b) Increased number of activities carried out in collaboration with other entities, such as the Department of Political Affairs, the Department of Peacekeeping Operations, the United Nations Development Programme (UNDP) and other operational agencies of the United Nations system *Performance measures* 2004-2005: 10 activities Estimate 2006-2007: 12 activities Target 2008-2009: 15 activities

External factors

26.20 The component is expected to achieve its objectives and expected accomplishments on the assumption that intergovernmental bodies, Governments, non-governmental organizations concerned with humanitarian action and other stakeholders continue to support the work of the Office for the Coordination of Humanitarian Affairs.

Table 26.6 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	3 675.5	3 675.5	11	11
Non-post	381.0	373.0	—	—
Subtotal	**4 056.5**	**4 048.5**	**11**	**11**
Extrabudgetary	9 946.9	21 530.7	24	36
Total	**14 003.4**	**25 579.2**	**35**	**47**

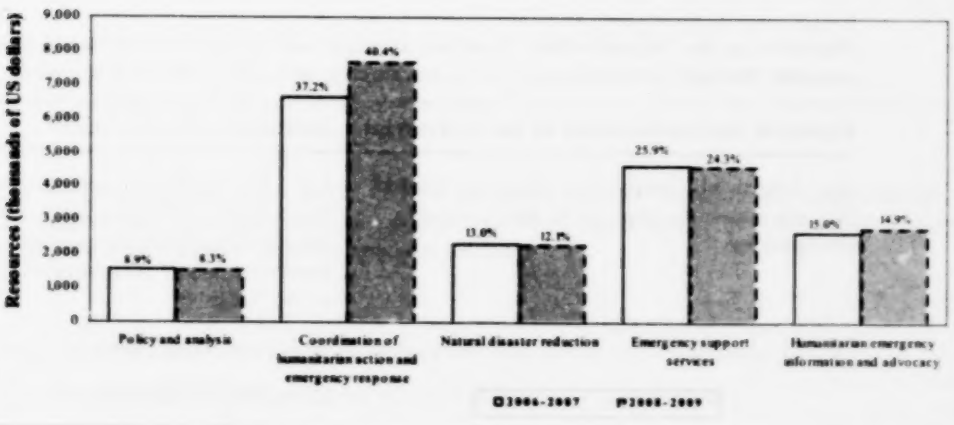
26.21 The amount of $4,048,500 provides for the continuation of 11 posts as well as non-post resources for travel to respond to natural disasters and complex emergencies.

B. Programme of work

Table 26.7 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		*Posts*	
Subprogramme	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
1. Policy and analysis	1 579.3	1 579.3	4	4
2. Coordination of humanitarian action and emergency response	6 614.7	7 671.7	24	27
3. Natural disaster reduction	2 310.0	2 310.0	—	—
4. Emergency support services	4 616.3	4 616.3	10	10
5. Humanitarian emergency information and advocacy	2 671.2	2 824.0	10	10
Subtotal	**17 791.5**	**19 001.3**	**48**	**51**
Extrabudgetary	307 125.5	322 581.8	890	931
Total	**324 917.0**	**341 583.1**	**938**	**982**

Regular budget resource requirements by subprogramme



Subprogramme 1
Policy and analysis

Resource requirements (before recosting): $1,579,300

26.22 Substantive responsibility for this subprogramme is vested in the Policy Development and Studies Branch in New York.

26.23 The Branch will continue to develop a humanitarian policy agenda, which will identify emerging humanitarian trends and changes in the humanitarian environment in order to build harmonized policy positions among humanitarian agencies on the basis of international humanitarian law, the guiding principles contained in the annex to General Assembly resolution 46/182 and human rights.

26.24 The Branch will also lead the development of inter-agency policies, guidance and analytical tools and develop aides-memoires and diagnostic tools for political actors, such as Member States and peacekeepers, to use during crisis management to help ensure that key humanitarian concerns are considered. It will contribute to the development of training programmes and standard operating procedures to ensure that staff and other actors in emergencies are aware of key humanitarian policies, methodologies and processes and are able to apply them flexibly and appropriately in varied contexts. The Branch will help identify best practices and innovative concepts that should be disseminated widely to inform and guide policy, operational decisions and crisis management.

26.25 The Branch will support and promote the efforts of Governments of affected countries, upon their request, and those of other agencies, with the approval of the Government concerned, to assist and protect internally displaced persons. Support will be given to the establishment of effective planning capacity for the management of the transition from relief to reconstruction and development. The secretariat of the Inter-Agency Standing Committee will provide support to the Committee in its efforts to ensure a well-coordinated international response to humanitarian crises.

Table 26.8 **Objectives for the biennium, expected accomplishments and indicators of achievement**

Objective of the Organization: To ensure strategic and operational coherence of humanitarian response through the development of a structured policy and guidance framework.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved coordination within the United Nations system in response to disasters and emergencies	(a) The number of agreements adopted by the Inter-Agency Standing Committee on appropriate standards to improve coordination mechanisms and structures at Headquarters and in the field *Performance measures* 2004-2005: 4 agreements Estimate 2006-2007: 4 agreements Target 2008-2009: 6 agreements

(b) Improved planning, monitoring and accountability during disasters and emergency situations, including the transitional phase from relief to development	(b) The number of inter-agency evaluation recommendations implemented by humanitarian agencies *Performance measures* Percentage of recommendations implemented 2004-2005: 68 per cent Estimate 2006-2007: 70 per cent Target 2008-2009: 75 per cent
(c) Improved capacity and policy responses by United Nations humanitarian coordinators for the protection of civilians upon the request of national Governments	(c) (i) The number of resident coordinators/humanitarian coordinators trained in the application of guidelines on the protection of civilians *Performance measures* 2004-2005: 10 Estimate 2006-2007: 30 Target 2008-2009: 60 (ii) Increased number of United Nations humanitarian and resident coordinators trained in protection-of-civilians issues *Performance measures* 2004-2005: 10 Estimate 2006-2007: 30 Target 2008-2009: 60

External factors

26.26 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that consensus can be achieved among humanitarian, developmental and political actors while they adhere to their respective mandates.

Outputs

26.27 During the biennium 2008-2009, the following final outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) General Assembly:

a. Substantive servicing of meetings: informal briefings of the Second and Third Committees (2); Plenary meetings (2);

b. Parliamentary documentation: annual reports on the strengthening of the coordination of humanitarian assistance of the United Nations (2);

(ii) Security Council:

a. Substantive servicing of meetings: briefings to sanctions committees on designing more targeted sanctions regimes and more efficient exemption processes (1); informal briefings to Member States (2); meetings of the Council (4);

b. Parliamentary documentation: background papers and briefing notes on humanitarian policy issues; input for reports of the Secretary-General to the Security Council;

(iii) Economic and Social Council:

a. Substantive servicing of meetings: meetings of the Economic and Social Council (4);

b. Parliamentary documentation: annual reports on the strengthening of the coordination of humanitarian assistance of the United Nations (2);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Technical material: guidelines on best practices concerning international humanitarian law and human rights instruments for use by relief personnel; papers on gender mainstreaming in the humanitarian response to complex emergencies; strategy papers, policy tools and guidance notes for humanitarian agencies on the interface among the political, assistance and human rights dimensions of the United Nations response to crises;

(ii) Humanitarian missions: assessment of the strategic coordination of the United Nations and its integration of political, peacekeeping and assistance efforts; assessment of the protection of humanitarian principles in specific multidimensional crises; assistance to sanctions committees in designing more targeted sanctions regimes and more efficient exemption processes; inter-agency assessments and assistance to support and promote the efforts of Governments to protect internally displaced persons; lessons-learned studies of the United Nations response to recent natural disasters and to the linkages between relief and development following natural disasters; multi-country study of capacities for strategic monitoring and evaluation of humanitarian programming through the consolidated appeals process and other planning instruments and processes;

(c) Technical cooperation (extrabudgetary): training courses, seminars and workshops, involving the production and regular updating of an inter-agency training package on enhancing the provision of humanitarian assistance to all populations in need.

Table 26.9 **Resource requirements: subprogramme 1**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	1 393.4	1 393.4	4	4
Non-post	185.9	185.9	—	—
Subtotal	**1 579.3**	**1 579.3**	**4**	**4**
Extrabudgetary	6 794.9	8 129.4	14	14
Total	**8 374.2**	**9 708.7**	**18**	**18**

26.28 The amount of $1,579,300 provides for the continuation of the four posts within the subprogramme and non-post resources related to consultants and travel.

Subprogramme 2
Coordination of humanitarian action and emergency response

Resource requirements (before recosting): $7,671,700

26.29 Substantive responsibility for this subprogramme is vested with the Coordination and Response Division in New York and Geneva.

26.30 The Division will focus on strengthening the coordination of humanitarian emergency and disaster relief assistance, assisting the articulation of United Nations policies in response to disasters and emergencies and providing support to resident and humanitarian coordinators and field coordination units.

26.31 While the consolidation of the Coordination and Response Division during 2004-2005 has enhanced the ability of the Office for the Coordination of Humanitarian Affairs to improve the response to the growing number of challenges it faces in coordinating humanitarian assistance in complex emergencies and natural disasters, the need for strengthened coordination is particularly acute in areas that face combined threats, such as those posed by conflict, drought, environmental disasters and/or HIV/AIDS. Responsibility for all operational emergency responses to complex emergencies and natural disasters lies primarily with the New York office. The Division will continue to provide strengthened surge capacity and disaster preparedness support to the field and strengthen the role of the Office in providing support for internally displaced persons from the Geneva office.

26.32 The Coordination and Response Division will prepare day-to-day analysis on complex emergencies and natural disasters through its link to resident and humanitarian coordinators and field coordination units of the Office for the Coordination of Humanitarian Affairs worldwide. The Division will also provide support to resident and humanitarian coordinators in the field to ensure effective field-based coordination. In addition, it will provide inputs to and monitor all Security Council deliberations on issues with humanitarian implications; represent the Office in relevant United Nations interdepartmental or inter-agency forums dealing with crisis management; provide analysis and recommendations for consideration by the Executive Committee on Humanitarian Affairs, as well as other United Nations executive committees; enhance preparedness in countries at risk of crisis through support for contingency planning; and lead or participate in inter-agency and interdepartmental assessment missions and offer the United Nations system information and advice on a timely basis with respect to humanitarian assistance activities, in strict conformity with the guiding principles contained in the annex to General Assembly resolution 46/182 and human rights.

26.33 The Division will also provide support to resident and humanitarian coordinators in the field to ensure effective field-based coordination; strengthen cooperation between assisting and recipient countries for the timely mobilization and coordination of international assistance to countries affected by emergencies; activate international disaster response mechanisms to facilitate international relief assistance; provide support to Member States and international response networks to ensure improved coordination in crisis management; facilitate, where appropriate, field-based strategic planning for the common humanitarian action plans of the United Nations; draw up appeals to solicit support from the donor community for humanitarian action by the United Nations system and partners; reinforce services to field offices through greater participation in the inter-agency structure and management of the regional disaster response advisers; strengthen

partnerships through the efficient and systematic monitoring of the implementation of policies and programmes; contribute to the analysis of issues related to access security; and analyse emergencies and lessons learned as a basis for further improving the process of designing relevant emergency response programmes, policy and guidance.

26.34 The Division will be actively involved in the implementation of the humanitarian reform initiated in 2005 to (a) create more predictable humanitarian financing to ensure a prompt response to new or rapidly deteriorating crises, particularly through the new Central Emergency Response Fund, (b) strengthen response capacity by establishing a system of cluster leads in those areas of activity where there are clearly identified gaps and (c) strengthen the humanitarian coordinator system to better support field coordination.

Table 26.10 **Objectives for the biennium, expected accomplishments and indicators of achievement**

Objective of the Organization: To ensure a coherent and timely humanitarian response to alleviate human suffering in natural disaster and complex emergencies.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Provision of timely and coordinated support to all United Nations operational agencies engaged in the response to humanitarian emergencies	(a) The establishment of effective resource coordination mechanisms in the field as well as at Headquarters *Performance measures* Days taken to establish effective resource coordination mechanisms following the onset of an emergency 2004-2005: 5 days Estimate 2006-2007: 5 days Target 2008-2009: 5 days
(b) Increased availability of extrabudgetary resources for humanitarian activities	(b) (i) Increased ratio of contributions received from donors to requirements identified in the consolidated appeals process *Performance measures* 2004-2005: 58 per cent Estimate 2006-2007: 65 per cent Target 2008-2009: 75 per cent

	(ii) Increased ratio of contributions received unearmarked from donors, improving the flexibility of funding *Performance measures* Unearmarked contributions 2004-2005: 35 per cent Estimate 2006-2007: 50 per cent Target 2008-2009: 60 per cent
(c) Progress in addressing the special needs of women and children in strategies for emergency response	(c) Increased percentage of instances where the needs of women and children are effectively addressed through common humanitarian action plans *Performance measures* 2004-2005: 60 per cent Estimate 2006-2007: 80 per cent Target 2008-2009: 100 per cent
(d) Humanitarian actions by the United Nations system are properly coordinated and integrated with political, security and peacekeeping initiatives	(d) (i) The number of political, security and peacekeeping initiatives that take into account humanitarian perspectives, in particular the Secretary-General's note of guidance on integrated missions, dated 9 February 2006 *Performance measures* 2004-2005: 5 initiatives Estimate 2006-2007: 10 initiatives Target 2008-2009: 15 initiatives (ii) The number of up-to-date United Nations country team contingency plans *Performance measures* Updated contingency plans 2004-2005: 25 Estimate 2006-2007: 31 Target 2008-2009: 40

(e) Timely and coordinated use of the Central Emergency Response Fund (CERF) in countries with new and protracted emergencies	(e) (i) The average amount of CERF funding received and available for disbursement for humanitarian crises *Performance measures* 2004-2005: Not applicable Estimate 2006-2007: $400 million Target 2008-2009: $500 million (ii) The prompt availability of the Central Emergency Response Fund funds in the field office for an emergency crisis *Performance measures* 2004-2005: Not applicable Estimate 2006-2007: 72 hours Target 2008-2009: 72 hours (iii) Agreed priority needs and programmes funded through CERF in a timely manner *Performance measures* Number of countries where CERF funded priority projects 2004-2005: Not applicable Estimate 2006-2007: 40 Target 2008-2009: 45
(f) Timely mobilization and coordination of international assistance to countries affected by natural disasters	(f) International assistance and efficient coordination of international relief efforts are provided to the affected country within 48 hours following the request for international assistance by the affected country *Performance measures* 2004-2005: 48 hours Estimate 2006-2007: 48 hours Target 2008-2009: 48 hours

External factors

26.35 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that (a) donors are willing to respond to humanitarian emergencies and disasters, (b) humanitarian workers have unhindered access to the disaster area and (c) the cooperation of authorities and humanitarian partners is available.

Outputs

26.36 During the biennium 2008-2009, the following final outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) General Assembly:

a. Substantive servicing of meetings: plenary and Third Committee meetings (2);

b. Parliamentary documentation: reports on specific complex emergency situations and issues in response to mandates (10);

(ii) Security Council:

a. Substantive servicing of meetings: meetings of the Council (2);

b. Parliamentary documentation: background papers, statements and briefing notes (100); humanitarian input to reports of the Secretary-General to the Council (80);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: consolidated inter-agency appeals to the donor community on specific countries and regions affected by humanitarian emergencies (40);

(ii) Booklets, fact sheets, wallcharts, information kits: public information material related to the consolidated appeals process;

(iii) Special events: donor meetings and informal briefings and consultations with Member States on specific emergency situations and the financing of humanitarian requirements (30); regular consultations with Governments of affected countries, donors, international organizations of the United Nations system and other institutions on international assistance to countries affected by humanitarian emergencies (30);

(iv) Technical material: guidance notes for humanitarian coordinators on key issues identified and raised in their regular reports to the Emergency Relief Coordinator (24); notes on the mainstreaming of gender in specific country situations to support the policy and advocacy work of the Office for the Coordination of Humanitarian Affairs (10); periodic and special reports on the funding status of consolidated appeals (24); reports and briefing notes on specific complex emergency situations and funding issues for the Humanitarian Liaison Working Group and other donor forums (20); reports and briefing notes on specific complex emergency situations for the Executive Committee on Humanitarian Affairs, the Executive Committee on Peace and Security, the Senior Management Group and the Executive Office of the Secretary-General (100); situation reports and appeals for international assistance in natural disasters and environmental emergencies; roster of potential resident/humanitarian coordinators maintained and regularly updated;

(v) Humanitarian missions: humanitarian assessment and strategy-building missions to review humanitarian needs and design appropriate response strategies (50); inter-agency

assessment and strategy-building missions to review field coordination arrangements (50);

(vi) Substantive servicing of inter-agency meetings: participation in meetings of the sub-working group of the Inter-Agency Standing Committee on the consolidated appeals process (4); regular meetings with and briefings to the Executive Committee on Humanitarian Affairs on humanitarian issues, response programmes and contingency planning efforts (60); regular meetings with and briefings to the Inter-Agency Standing Committee and non-governmental organizations on humanitarian issues, response programmes and contingency planning efforts (60);

(vii) Documentation for inter-agency meetings: notes on specific country situations and issues in support of the Inter-Agency Standing Committee (15); notes on specific country situations in support of the inter-agency Framework Team for coordination and interdepartmental task forces on specific countries or regions (15);

(c) Technical cooperation (extrabudgetary): training courses, seminars and workshops, involving training and technical materials covering issues related to the consolidated appeals process;

(d) Administration and oversight (extrabudgetary): processing grants for new and protracted emergencies from the Central Emergency Response Fund.

Table 26.11 **Resource requirements: subprogramme 2**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	6 234.1	7 303.1	24	27
Non-post	380.6	368.6	—	—
Subtotal	**6 614.7**	**7 671.7**	**24**	**27**
Extrabudgetary	239 941.0	209 470.8	770	744
Total	**246 555.7**	**217 142.5**	**794**	**771**

26.37 The amount of $7,303,100, reflecting an increase of $1,069,000, provides for the continuation of 24 posts and the establishment of 3 new posts (1 P-5, 1 P-4 and 1 P-3) to coordinate humanitarian response to both complex emergencies and natural disasters. In recent years, natural disasters have become more frequent, more damaging and more costly, in both human and economic terms, particularly in developing countries, causing serious setbacks to development. As a consequence, the demand for the Office's coordination services has significantly increased, resulting in the more than doubling of field offices since 1997, from 20 to 43 offices worldwide. The new posts would strengthen support for humanitarian coordination activities in the field, as well as the Office's response capacity, where its core functions come into play, and allow it to cope with the increased demand for effective disaster response. The growth in post resources relates to the delayed impact of four posts (2 P-4 and 2 P-3) established in the biennium 2006-2007 and the proposed establishment of the three Professional posts.

26.38 The amount of $368,600 for non-post resources, reflecting a decrease of $12,000 under travel based on the expenditure pattern, provides for consultants and travel.

Subprogramme 3
Natural disaster reduction

Resource requirements (before recosting): $2,310,000

26.39 Substantive responsibility for the subprogramme is vested in the International Strategy for Disaster Reduction and its secretariat.

26.40 By its resolution 54/219, the General Assembly established the secretariat of the International Strategy for Disaster Reduction and the Inter-Agency Task Force for Disaster Reduction as successor arrangements for the International Decade for Natural Disaster Reduction. The secretariat for the Strategy and its activities are financed exclusively from extrabudgetary resources.

26.41 Activities under this subprogramme, namely, the coordination of operational activities for natural disaster mitigation, prevention and preparedness, including the Disaster Management Training Programme, were transferred in 1998, together with related resources in the form of a grant, in the context of the Secretary-General's programme of reform, as approved by the General Assembly in its resolution 52/12 B. That action left the Office for the Coordination of Humanitarian Affairs with responsibility for activities relating to the International Decade for Natural Disaster Reduction.

26.42 The International Strategy for Disaster Reduction is a multidisciplinary, multi-stakeholder platform to enable societies to increase their resilience to natural, technological and environmental disasters and to reduce associated human, economic, social and environmental losses. It was launched by the General Assembly, at the end of the International Decade for Natural Disaster Reduction, by its resolution 54/219. A wide range of United Nations organizations and international partners participate in the Strategy, in cooperation with Governments and civil society. The secretariat of the International Strategy for Disaster Reduction serves as the focal point in the United Nations system for the coordination of disaster reduction and to ensure synergies among the disaster-reduction activities of the United Nations system and regional organizations.

26.43 The Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters, adopted at the World Conference on Disaster Reduction, set out strategic goals, priorities for action and implementation and follow-up activities. The adoption of the Hyogo Framework has generated substantial new commitment and action among all partners, particularly Member States. The focus of the subprogramme has been realigned to respond to the outcome of the Hyogo Framework and to provide effective support for the Strategy.

26.44 The subprogramme will follow a twofold strategy to achieve its objective in line with the focus of activities of the two participating organizations, namely, the International Strategy for Disaster Reduction secretariat and UNDP. The secretariat of the Strategy will continue to act as a facilitating body and an "honest broker" with respect to policy coordination, advocacy, provision of information, regional outreach and resource mobilization. The subprogramme will facilitate coherence and team efforts for the implementation of the Hyogo Framework at all levels, with a special emphasis on the United Nations system, and continue to raise the visibility and level of commitment to disaster risk reduction and to strengthen its regional presence to work closely with regional partners.

Table 26.12 **Objectives for the biennium, expected accomplishments and indicators of achievement**

Objective of the Organization: To provide leadership and build partnerships in reducing vulnerability to natural hazards and ensure effective international support to reduce the impact of disasters.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased national capacities for reducing disaster risk	(a) (i) Increased number of development frameworks and policies adopted at the national level that include elements of disaster risk assessment *Performance measures* 2004-2005: 0 frameworks and policies Estimate 2006-2007: 3 frameworks and policies Target 2008-2009: 5 frameworks and policies (ii) Increased number of countries adopting national programmes to implement disaster risk reduction strategies *Performance measures* 2004-2005: 20 countries Estimate 2006-2007: 30 countries Target 2008-2009: 40 countries
(b) Increased awareness and commitment to implement the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters	(b) (i) Increased number of countries, regional and international organizations and other stakeholders reporting on progress in the implementation of the Hyogo Framework for Action *Performance measures* 2004-2005: 0 Estimate 2006-2007: 20 Target 2008-2009: 60

	(ii) Number of national coordination mechanisms and platforms established *Performance measures* 2004-2005: 30 Estimate 2006-2007: 50 Target 2008-2009: 60 (iii) Number of countries with effective and functioning national coordination mechanisms in place *Performance measures* 2004-2005: 30 countries Estimate 2006-2007: 50 countries Target 2008-2009: 60 countries
(c) Increased national capacities for post-disaster recovery planning at all levels	(c) (i) Increased number of knowledge products (tools, methodologies, case studies, training curricula) produced by national Governments and other relevant stakeholders *Performance measures* 2004-2005: 2 Estimate 2006-2007: 10 Target 2008-2009: 20 (ii) Increased number of countries incorporating disaster-reduction measures into post-disaster recovery operations *Performance measures* 2004-2005: 15 countries Estimate 2006-2007: 20 countries Target 2008-2009: 25 countries

(d) Increased level of donor support for disaster reduction and recovery programmes and projects	(d) Global number of disaster risk reduction activities financed by all relevant stakeholders *Performance measures* Programmes/projects 2004-2005: 11 Estimate 2006-2007: 16 Target 2008-2009: 25

External factors

26.45 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that (a) effective cooperation and coordination can be achieved among the partners in the disaster reduction community (Governments, United Nations agencies, regional institutions and non-governmental organizations), (b) strategies for disaster reduction are adopted and (c) adequate voluntary funding is provided to the Trust Fund for the International Strategy for Disaster Reduction.

Outputs

26.46 During the biennium 2008-2009, the following final outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (extrabudgetary):

(i) General Assembly:

a. Substantive servicing of meetings: plenary meetings (2); meetings of the Second Committee (1);

b. Parliamentary documentation: reports on international cooperation on El Niño and on the advancement of the International Strategy for Disaster Reduction (4);

(ii) Economic and Social Council:

a. Substantive servicing of meetings (2);

b. Parliamentary documentation: contribution to reports on disaster situations and coordination of humanitarian assistance (2); reports on advancement of the International Strategy for Disaster Reduction (2);

(b) Other substantive activities (extrabudgetary):

(i) Recurrent publications: biennial report on global risk assessment, including state of vulnerability, risk trends and progress on disaster risk reduction (1); bimonthly information highlights from the International Strategy for Disaster Reduction (12); periodic newsletters for three regions (Africa, Asia, Latin America and the Caribbean) (6);

(ii) Booklets, fact sheets, wallcharts, information kits: documentation of good practices and lessons learned on disaster risk reduction; publication of information kits for media; set of public information material;

(iii) Special events: annual commemoration of the International Day for Natural Disaster Reduction on the second Wednesday of October, supported by the global biennial advocacy campaign on health and safer hospitals (theme for 2008-2009); global Platform for Disaster Risk Reduction (replacing the Inter-Agency Task Force) (1); grant of special awards in recognition of outstanding contributions to disaster reduction (United Nations-Sasakawa Award for Disaster Prevention); thematic conferences or workshops on disasters and development; indicators for disaster risk reduction and vulnerability, climate change and disaster reduction; early warning; and urban disaster risk management and assessment;

(iv) Technical material: fact sheets on activities of the International Strategy for Disaster Reduction system and thematic issues such as early warning and recovery; guidelines for national contingency planning and disaster preparedness; guidelines for implementation of the Hyogo Framework for Action and monitoring indicators; inter-agency training and guidelines for disaster risk assessment and planning for their use in the common country assessment and United Nations Development Assistance Framework process; PreventionWeb: a disaster risk reduction information-management system based on knowledge networks; databases of disaster reduction expertise and initiatives; website portals on disaster reduction; electronic networking tools; progress reports from expert and working group meetings on risk, gender, vulnerability, early warning and impact indicators and assessment; publication on evaluations, lessons learned and best practice examples in disaster reduction and post-disaster recovery; training material for the Capacity for Disaster Reduction Initiative (formerly the Disaster Management Training Programme); urban risk assessment and multi-hazard tools and methodology;

(v) Seminars for outside users: participation in the ProVention Consortium and contribution to its thematic task groups on disaster prevention and risk management;

(vi) Audio-visual resources: educational material and booklets: video game on disaster risk reduction, video library;

(vii) Substantive servicing of inter-agency meetings: facilitation and coordination by UNDP of pledging conferences on behalf of national Governments for post-disaster rehabilitation and reconstruction after major disasters;

(viii) Contribution to joint outputs: International Strategy for Disaster Reduction global biennial work programme for effective disaster risk reduction at all levels, based on the Hyogo Framework for Action;

(c) Technical cooperation (extrabudgetary):

(i) Advisory services: application of national contingency planning and disaster preparedness; coordination of United Nations system post-disaster recovery planning; regional cooperation and inter-agency collaboration for regional and subregional capacity-building strategies and action plans; technical support for the formulation of regional, subregional and national strategies and action plans for disaster reduction;

(ii) Training courses, seminars and workshops: regional consultations and national workshops for the United Nations disaster management teams under the Capacity for Disaster Reduction Initiative; UNDP country-office training on inclusion of disaster reduction in common country assessments and the United Nations Development Assistance Framework process; training for recovery planning;

(iii) Field projects: assessment of national disaster reduction capacity-building needs; evaluation of national programmes; evaluation of regional programmes; programme support for recovery after major disasters; provision of preparatory assistance to develop national programmes in priority high-risk countries.

Table 26.13 **Resource requirements: subprogramme 3**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Non-post	2 310.0	2 310.0	—	—
Subtotal	**2 310.0**	**2 310.0**	**—**	**—**
Extrabudgetary	17 275.3	53 712.5	20	61
Total	**19 585.3**	**56 022.5**	**20**	**61**

26.47 The amount of $2,310,000 provides for the continuation of the grant to UNDP.

Subprogramme 4
Emergency support services

Resource requirements (before recosting): $4,616,300

26.48 This subprogramme will be implemented by the Emergency Services Branch in Geneva.

26.49 Support will be provided to disaster-affected countries through the strengthening of mechanisms for emergency response; the promotion of the membership of developing and disaster-prone countries in emergency response networks; the development and strengthening of the response capacities of the Office for the Coordination of Humanitarian Affairs; and the improvement of mechanisms, instruments and procedures for the mobilization and coordination of international assistance in case of natural disasters and complex emergencies. In addition, support will be provided through the increased involvement of potential recipient and donor countries, using a regional approach, as well as United Nations agencies, in relevant activities, including training and exercise programmes and capacity-building for response preparedness.

26.50 Emphasis will be placed on ensuring the timely dissemination of information on the situation in countries affected by emergencies and disasters and on increasing the extent to which acute environmental impacts of disasters are identified and addressed during the response phase, as well as strengthening coordination in the field of humanitarian logistics through expanded cooperation with relevant partners.

Table 26.14 **Objectives for the biennium, expected accomplishments and indicators of achievement**

Objective of the Organization: To expedite international humanitarian assistance to victims of emergencies and natural disasters, including environmental disasters and technological accidents.

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Prompt mobilization of international emergency response mechanisms and tools to facilitate international humanitarian assistance to victims of disasters and emergencies, including the identification of	(a) International assistance and resources are provided to the affected country within 48 hours following the request for international assistance by the affected country

resource requirements and timely dissemination of information	*Performance measures* 2004-2005: 48 hours Estimate 2006-2007: 48 hours Target 2008-2009: 48 hours
(b) Enhanced capacity and preparedness of national and international emergency/disaster management networks and partnerships in order to respond to disasters and emergencies	(b) Increased number of national and international partnerships and networks that can respond effectively to disasters and emergencies *Performance measures* 2004-2005: 5 Estimate 2006-2007: 10 Target 2008-2009: 12
(c) Heightened awareness of gender mainstreaming in disaster-assessment reports and appeal documents	(c) Percentage of situation reports issued during disasters that reflect the impact on the gender perspective *Performance measures* 2004-2005: 70 per cent Estimate 2006-2007: 80 per cent Target 2008-2009: 90 per cent

External factors

26.51 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that (a) the Government of the affected country requests and/or accepts international assistance, (b) donors are willing to respond to disasters, (c) humanitarian workers have unhindered access to the disaster area, and (d) cooperation of authorities and humanitarian partners is available.

Outputs

26.52 During the biennium 2008-2009, the following final outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) General Assembly: substantive servicing of meetings of the plenary and the Third Committee (2);

(ii) Economic and Social Council: substantive servicing of meetings (2);

(b) Other substantive activities (extrabudgetary):

(i) Booklets, fact sheets, wallcharts, information kits: annual brochure summarizing disaster relief activities; annual report on relief goods in stock at the United Nations Logistics Base at Brindisi, Italy;

(ii) Technical material: biannual technical material on relief goods in stock; maintaining and upgrading database on military, civil defence, environmental and other resources; maintaining and upgrading the International Search and Rescue Advisory Group and

Search and Rescue Directory on the Web; manuals and guidelines on the use of military and civil defence assets; updating manuals, guidelines and training modules on field coordination of humanitarian relief assistance and disaster management to increase awareness of gender issues;

(iii) Humanitarian missions: post-disaster lessons-learned missions; relief and response preparedness missions to disaster and emergency sites;

(iv) Promotion of legal instruments: promotion of activities related to the Convention on the Provision of Telecommunication Resources for Disaster Mitigation and Relief Operations;

(c) Technical cooperation (extrabudgetary): training courses, seminars and workshops: organization of regional and steering committee meetings of the International Search and Rescue Advisory Group and international search and rescue team-leader meetings; organization of and/or participation in seminars in Africa, Asia, Europe and the Americas on disaster management; training courses for military and civil defence personnel on disaster response and management; international workshops on emergency assessment, field coordination and response preparedness; planning and participation in civil/military cooperation exercises and urban and search and rescue exercises;

(d) Administrative support services (regular budget/extrabudgetary):

(i) Overall administration and management: support for approximately six regional offices and two disaster-response advisers in the field;

(ii) Central support services: maintenance and replenishment of stocks of disaster relief supplies (non-food, non-medical) at the Brindisi warehouse; and emergency grants to disaster-affected countries.

Table 26.15 **Resource requirements: subprogramme 4**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	2 901.3	2 901.3	10	10
Non-post	1 715.0	1 715.0	—	—
Subtotal	**4 616.3**	**4 616.3**	**10**	**10**
Extrabudgetary	12 763.1	13 878.8	19	22
Total	**17 379.4**	**18 495.1**	**29**	**32**

26.53 The amount of $2,901,300 provides for the continuation of 10 posts. The non-post resources of $1,715,000 provide for consultants, travel and emergency grants to cover the most pressing needs of affected populations that cannot be satisfied from national resources while awaiting the response of the international donor community.

Subprogramme 5
Humanitarian emergency information and advocacy

Resource requirements (before recosting): $2,824,000

26.54 This subprogramme will be implemented by the Advocacy and Information Management Branch in New York and satellite offices in Geneva and in the field.

26.55 The Branch will continue to harmonize and integrate information management functions within the Office for the Coordination of Humanitarian Affairs, increase the capacity for information analysis, especially in the field, further improve information exchange among its humanitarian partners and implement a strategic advocacy plan. It will enhance partnerships with United Nations departments and agencies, non-governmental organizations, Member States, regional organizations and other stakeholders in order to increase the commitment to and support for humanitarian action globally and further strengthen public-information and media-relations capacities at Headquarters and in the field. It will also undertake outreach and targeted campaigns, in concert with its partners, to focus attention on specific humanitarian crises and issues.

26.56 The Branch will provide timely and reliable information on unfolding emergencies and natural disasters in order to inform decision-making and support humanitarian action on the ground. It will further strengthen the systems for collection, analysis, dissemination and sharing of humanitarian information through expanded networks and coverage.

26.57 The Branch will also provide early warning information with regard to prevention and preparedness measures and will continue to provide secretariat and technical support to the United Nations inter-agency framework for coordination teams.

Table 26.16 **Objectives for the biennium, expected accomplishments and indicators of achievement**

Objective of the Organization: To ensure effective advocacy of humanitarian principles on behalf of populations affected by disasters and emergencies and strengthen systems for the provision of timely and reliable information in support of humanitarian decision-making and response.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced awareness of and regard for humanitarian principles and concerns	(a) Increased media coverage that refers to humanitarian principles and actions *Performance measures* (i) Number of interviews requested by media outlets with the officials of the Office for the Coordination of Humanitarian Affairs on humanitarian principles and actions 2004-2005: 150 Estimate 2006-2007: 200 Target 2008-2009: 250 (ii) Number of queries received by the Office for the Coordination of Humanitarian Affairs from media outlets concerning humanitarian principles and actions

		2004-2005: Not applicable Estimate 2006-2007: 300 Target 2008-2009: 600
(b) Increased utilization of timely, accurate and relevant information on humanitarian emergency situations	(b)	(i) Increased number of users (subscribers) of information made available through the Integrated Regional Information Network *Performance measures* Subscribers per year 2004-2005: 30,000 Estimate 2006-2007: 50,000 Target 2008-2009: 70,000 (ii) Increased number of page views of information made available through ReliefWeb *Performance measures* Millions of page views per year 2004-2005: 30 Estimate 2006-2007: 35 Target 2008-2009: 40 (iii) Increased use of inter-agency early warning/early action mechanisms, resulting in an increase in the number of United Nations country team contingency plans for humanitarian emergencies *Performance measures* Percentage of country teams using the inter-agency early warning/early action mechanism 2004-2005: 50 per cent Estimate 2006-2007:70 per cent Target 2008-2009: 90 per cent

External factors

26.58 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that intergovernmental bodies, Governments, non-governmental organizations and other stakeholders continue to support the subprogramme.

Outputs

26.59 During the biennium 2008-2009, the following final outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) General Assembly: substantive servicing of meetings of the plenary and the Third Committee (2);

(ii) Security Council: substantive servicing of meetings (1);

(iii) Economic and Social Council: substantive servicing of meetings (2);

(b) Other substantive activities (extrabudgetary):

(i) Exhibits, guided tours, lectures: organization of events with the Group of 77, academia and non-governmental organizations to promote humanitarian issues and concerns; exhibitions on humanitarian activities to be displayed at meetings, seminars and public events;

(ii) Booklets, fact sheets, wallcharts, information kits: producing and updating print materials to support advocacy on coordination of humanitarian action;

(iii) Press releases, press conferences: launching of the annual consolidated appeals; press releases on humanitarian emergencies disseminated to national and international media;

(iv) Special events: humanitarian briefings for various audiences (e.g., newly selected field representatives from other organizations);

(v) Technical material: maintenance and expansion of Integrated Regional Information Network news service on humanitarian issues; maintenance and expansion of ReliefWeb's global 24-hour online coverage of humanitarian emergencies and disasters; early warning reports; updating field guidelines on media relations; information support for humanitarian actors on the ground (e.g., field guides, maps, logistics information);

(vi) Humanitarian missions: early warning analysis missions to countries at risk of a complex emergency and/or major natural disaster; field missions for media representatives and advocates (e.g., parliamentarians);

(vii) Audio-visual resources: maintenance and expansion of Integrated Regional Information Network outreach radio project, including capacity-building support for local radio stations;

(c) Technical cooperation (extrabudgetary): advisory services: technical advice on usage of information and communications technology;

(d) Conference services, administration and oversight (regular budget/extrabudgetary): central support services: computer and software user support and training.

Table 26.17 **Resource requirements: subprogramme 5**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	2 581.5	2 734.3	10	10
Non-post	89.7	89.7	—	—
Subtotal	**2 671.2**	**2 824.0**	**10**	**10**

Category	Resources (thousands of United States dollars) 2006-2007	2008-2009 (before recosting)	Posts 2006-2007	2008-2009
Extrabudgetary	30 351.2	35 885.9	71	88
Total	**33 022.4**	**38 709.9**	**81**	**98**

26.60 The amount of $2,734,300 for posts, including an increase of $152,800 relating to the delayed impact of a P-4 post approved in 2006-2007, provides for the continuation of 10 posts. The amount of $89,700 for non-post resources provides for consultants and travel required to carry out the activities under this subprogramme.

C. Programme support

Resource requirements (before recosting): $4,640,000

26.61 The Executive Office, comprising the administrative services of the New York and Geneva offices, provides support services to the Office for the Coordination of Humanitarian Affairs in connection with budgetary, financial, personnel and general administration, resource planning and use of common services.

26.62 The administrative service in New York serves as the Executive Office of the Office for the Coordination of Humanitarian Affairs, overseeing and coordinating the overall administration of the New York, Geneva and field offices. In addition to its oversight responsibilities in the financial, human resources and general administration of the Office, the Executive Office assists the Emergency Relief Coordinator in the administration of the Central Emergency Response Fund. The Executive Office manages the trust funds under the responsibility of the New York office and provides administrative support to the Office's Integrated Regional Information Network offices in the field.

26.63 The Administrative Office in Geneva assists the Director in financial, human resources and general administrative responsibilities and provides support to the Office's core programmes in Geneva, Geneva-based extrabudgetary projects and field offices. It manages the various trust funds under the responsibility of the Geneva office, most notably the Trust Fund for Disaster Relief Assistance, which serves as the main vehicle for funding the Office's activities in the field. The Administrative Office also oversees the administration of the secretariat of the International Strategy for Disaster Reduction and provides administrative services for the Internal Displacement Division.

26.64 During the biennium 2008-2009, the Executive Office will continue to assist senior management in developing the Office for the Coordination of Humanitarian Affairs into a well-managed and well-administered office that is service-oriented and adds value to the humanitarian agenda; provide strengthened support to field operations, principally in areas of human resources management, financial transactions and logistical support; improve the Office's administrative response capacity in emergency situations through the implementation of streamlined administrative procedures; and enhance the critical administrative tools for the smooth operation of the Office. The Executive Office will continue to focus on strengthening people-based management, with an emphasis on the field mobility scheme and the recruitment roster framework and guidelines.

Table 26.18 **Resource requirements: programme support**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	1 541.7	1 541.7	7	7
Non-post	3 176.3	3 098.3	—	—
Subtotal	**4 718.0**	**4 640.0**	**7**	**7**
Extrabudgetary	21 555.1	24 747.3	38	76
Total	**26 273.1**	**29 387.3**	**45**	**83**

26.65 The requirements for staffing in the amount of $1,541,700 provide for the continuation of seven posts. The non-post resources in the amount of $3,098,300, including a decrease of $78,000 relating to reduced requirements for contractual services and supplies and materials, provide for various operating requirements to enable the Office to carry out the activities described above.

Table 26.19 **Summary of follow-up action taken to implement the relevant recommendations of the oversight bodies**

Brief description of the recommendation	*Action taken to implement the recommendation*
Board of Auditors (A/61/5, vol. I, chap. II)	
The Board recommends that the Office for the Coordination of Humanitarian Affairs improve its human resources planning to avoid long periods of vacancies in its administrative offices (para. 657).	The Office for the Coordination of Humanitarian Affairs has reduced the time taken to complete its part with regard to filling vacancies, especially in terms of expediting interviews and evaluations. Any delay in the clearance of personnel for assignments involving significant financial and personnel responsibilities is outside the Office's responsibility.
The Board recommends that the Office for the Coordination of Humanitarian Affairs overhaul accounting procedures and systems to reduce the volume of manual processing effort and improve efficiency (para. 673).	The accounting procedures are standard procedures followed by the United Nations. Object codes used are those used in Integrated Management Information System accounting, and some translation to and from UNDP codes is unavoidable. In the absence of a new accounting system, the current manual procedures cannot be avoided. The current accounting system and procedures are under central review.

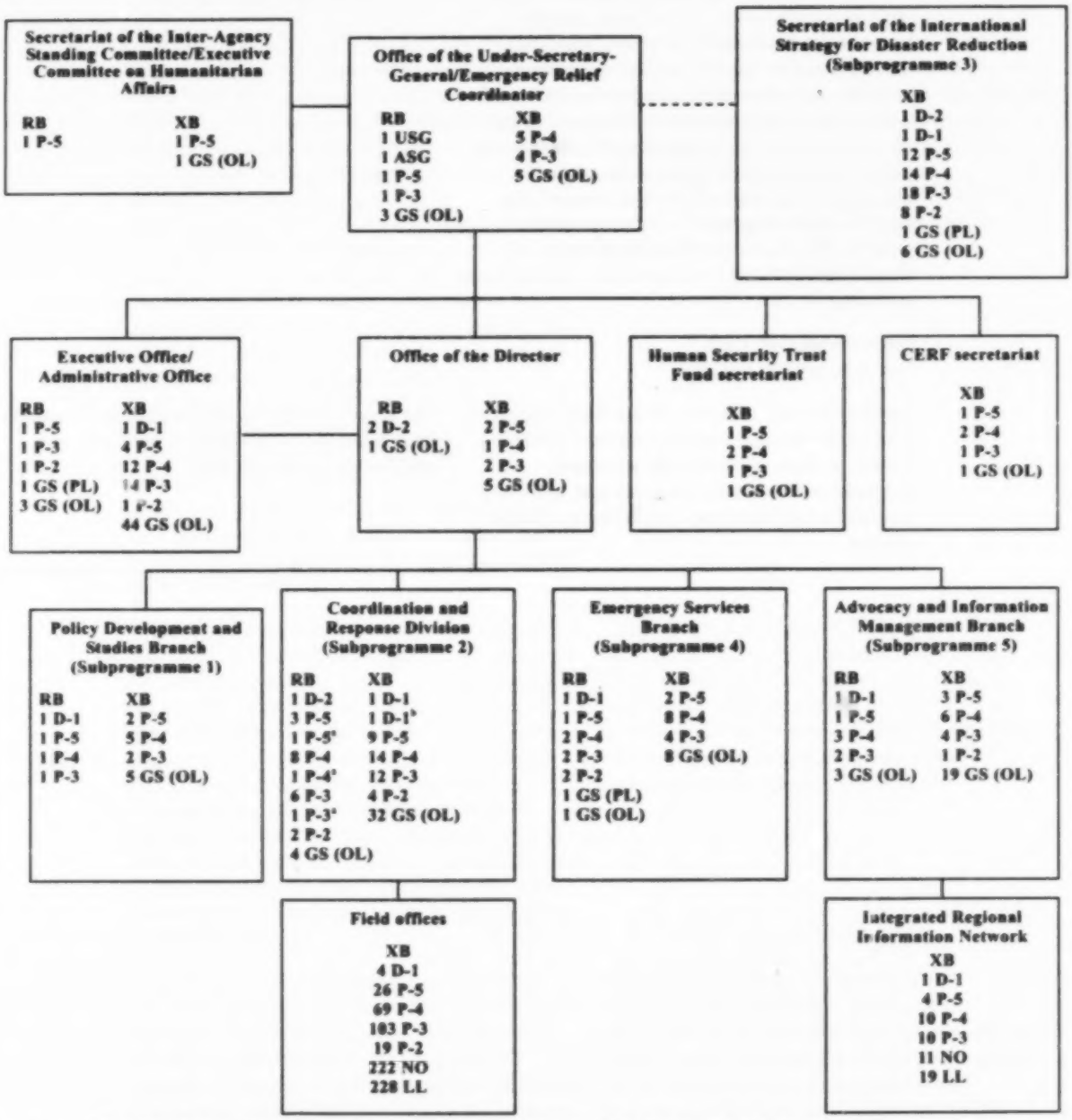
Brief description of the recommendation	*Action taken to implement the recommendation*
The Board recommends that the Office for the Coordination of Humanitarian Affairs intensify its efforts to develop the Financial Accounting System so that it can be effectively used by its field offices (para. 675).	The Financial Accounting System has been developed and deployed to all field offices to provide access to the financial status of their projects.
The Board recommends that the Office for the Coordination of Humanitarian Affairs take steps to obtain bank statements for all accounts in Indonesia and Sri Lanka under its control and perform a monthly reconciliation. The Board also recommends that the Office obtain covering approval from the Under-Secretary-General for Management for the bank accounts which were opened without prior approval and formally designate custodians of petty cash in Indonesia and Sri Lanka (para. 677).	All the bank accounts in the Office for the Coordination of Humanitarian Affairs field offices have been closed, as those offices have no delegation of authority to approve financial transactions and manage bank accounts.
The Board recommends that the Office for the Coordination of Humanitarian Affairs ensure, as far as possible, strict compliance with the procurement manuals in respect of invitations to bid, the specification of items to be purchased and in reviewing requisitions and placing orders (para. 681).	Field offices have been reminded to adhere to this procedure, and this is enforced during administrative missions to offices.
The Board recommends that the Office for the Coordination of Humanitarian Affairs coordinate with participating agencies to ensure consistency in the approach to tracking expenditure related to emerg ncy relief (para. 691).	The Office for the Coordination of Humanitarian Affairs continues to liaise with United Nations agencies to improve the consistency of the expenditure data reported through the Expenditure Tracking System.
The Board recommends that the Office for the Coordination of Humanitarian Affairs liaise with participating agencies to reconcile the information fed into the Expenditure Tracking System and the donor assistance databases to ensure full and accurate reporting of expenditure (para. 695).	The Office for the Coordination of Humanitarian Affairs continues to liaise with United Nations agencies and donors to improve the expenditure data reported through the Expenditure Tracking System.
The Board recommends that the Office for the Coordination of Humanitarian Affairs improve coordination among the participating agencies in regard to the timely submission of data for the Expenditure Tracking System (para. 698).	The Office for the Coordination of Humanitarian Affairs continues to liaise with United Nations agencies and donors to improve the expenditure data reported through the Expenditure Tracking System.
The Board recommends that the Office for the Coordination of Humanitarian Affairs systematically assess the performance of members of United Nations Disaster Assessment and Coordination teams and use that assessment as a basis for sending response teams to a disaster zone (para. 709).	The Field Coordination Support Section has an end-of-mission report after each disaster, which includes individual questionnaires submitted by each member. Once the mission is over the Section has a meetings or teleconference with all the participants.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Board recommends that the Office for the Coordination of Humanitarian Affairs take the lead role in ensuring the harmonization of needs assessment methodologies among concerned United Nations agencies in the event of emergencies (para. 711).	While the focal point for the implementation of this recommendation should be the Inter-Agency Standing Committee, the Office for the Coordination of Humanitarian Affairs is pursuing efforts to harmonize needs-assessment methodologies under the lead of the Policy Development and Studies Branch, in collaboration with the Coordination and Response Division.
The Board recommends that the Office for the Coordination of Humanitarian Affairs draw on the Indonesian experience to propose an institutional model for coordination in transitions from disaster relief to recovery (para. 723).	The UNDP Bureau for Crisis Prevention and Recovery, the United Nations Development Group Office and the Office for the Coordination of Humanitarian Affairs undertook a joint mission to the region to assess the transition from disaster relief to recovery. As a result of the mission, a guidance paper was issued.
The Board recommends that the Office for the Coordination of Humanitarian Affairs develop medium-term shelter solutions whenever it identifies a gap between temporary and permanent needs (para. 730).	This issue has been addressed through the implementation of the cluster leadership approach. The Office of the United Nations High Commissioner for Refugees leads the camp coordination and management and emergency shelter clusters.
The Board recommends that the Office for the Coordination of Humanitarian Affairs take the lead role in ensuring effective inter-agency coordination in the provision of emergency assistance (para. 735).	The cluster system has been put in place to reinforce field coordination mechanisms.
The Board recommends that the Office for the Coordination of Humanitarian Affairs liaise more closely with lead agencies to ensure that the assistance provided during emergency situations is of an acceptable standard (para. 737).	This topic is addressed through the Inter-Agency Standing Committee.
The Board recommends that the Office for the Coordination of Humanitarian Affairs ensure that a common anti-fraud and anti-corruption strategy is adopted by the various United Nations agencies involved in emergency relief efforts (para. 739).	The topic is addressed through the Inter-Agency Standing Committee.

Brief description of the recommendation	*Action taken to implement the recommendation*
Office of Internal Oversight Services (A/61/264 (Part I))	
In the audit of the Office for the Coordination of Humanitarian Affairs field office in Indonesia (AN2005/590/07), the Office of Internal Oversight Services found that despite certain achievements in the coordination of humanitarian assistance to people affected by the tsunami, there was a need to clarify responsibilities for humanitarian support. There was a risk that by committing some of its resources to the recovery and reconstruction phase, the Office for the Coordination of Humanitarian Affairs might be overstepping its mandate. In addition, expenditure figures in the expenditure tracking system could not be verified because the Office for the Coordination of Humanitarian Affairs financing of tsunami-related operations was not accounted for separately. There was thus no effective monitoring of the expenditures. The Office for the Coordination of Humanitarian Affairs agreed to take corrective action in the areas highlighted in the audit (para. 74).	At the onset of the tsunami disaster, there was only one project account that was used for all activities. Thereafter, projects and field offices were created for the various locations and expenditures were then moved from the one original account to country projects representing those locations. All expenditures were eventually charged to the appropriate project accounts.
The audit of the Central Emergency Response Fund (AN2005/590/04), conducted on the eve of the General Assembly decision to significantly enlarge the Fund, disclosed that the total time from a request for funds to their actual release was too long (in some cases, up to 45 days), which cannot be considered suitable in emergency situations. Further, the Office of Internal Oversight Services considered that the proposed oversight and reporting arrangements for the enlarged Fund did not ensure adequate transparency and accountability in the use of its resources (para. 75).	On average, if complete documentation is submitted, actual disbursements are taking place within 72 hours. However, some time may be required, especially by the Coordination and Response Division, to allow for consultation with partners before recommending approval of funds.
The overall conclusion of the audit of human resources management for the field offices of the Office for the Coordination of Humanitarian Affairs (AN2005/590/03) was that a major change was needed in the management of human resources in order to support the field operations effectively and efficiently. Human resources management at the Office for the Coordination of Humanitarian Affairs had not fully met the	The Office for the Coordination of Humanitarian Affairs has continued to strengthen its Headquarters human resources management, proceeded with the preparation of the rotation policy paper and finally received the delegation of authority for the hiring of 200-series staff in the field.

Brief description of the recommendation	*Action taken to implement the recommendation*
needs on the ground. There were field offices with high vacancy rates and a high rotation of staff, especially at the senior level, which hampered the coordination of activities. In accordance with the United Nations human resource management principles, the Office of Internal Oversight Services recommended that the Office for the Coordination of Humanitarian Affairs systematically address delays in recruitment for field offices and improve the fairness and transparency of the recruitment process. The Office for the Coordination of Humanitarian Affairs has agreed to address those issues (para. 76).	
Joint Inspection Unit (see A/61/699-E/2007/8)	
Various recommendations of the Joint Inspection Unit contained in its report entitled "Towards a United Nations humanitarian assistance programme for disaster response and reduction: lessons learned from the Indian Ocean tsunami disaster".	The report and the recommendations contained therein will be considered by the Economic and Social Council in 2007.

Office for the Coordination of Humanitarian Affairs organizational structure and post distribution for the biennium 2008-2009



Abbreviations: RB, regular budget; XB, extrabudgetary; GS (PL), General Service (Principal level); GS (OL), General Service (Other level); CERF, Central Emergency Response Fund; LL, Local level; NO, National Officer.

[a] New post.

[b] New extrabudgetary post subject to the concurrence of the Advisory Committee on Administrative and Budgetary Questions, in accordance with the provisions of General Assembly resolution 35/217.

Annex

Outputs produced in 2006-2007 not to be carried out in the biennium 2008-2009

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
26.43 (b) (i)	World vulnerability report	2	Has been merged with the biennial global risk-assessment report
26.43 (b) (iv)	Disaster Management Training Programme website maintenance	1	Incorporated in PreventionWeb
	Total	**3**	